

**The California State Employees  
Work and Family Survey Report**

**The Struggle to Juggle  
Work and Family**

Rebecca J. Mead  
Shannon McConville  
Paula Harmer  
Michael Lubin  
Andrea Tinsley  
Julie Chang  
June McMahon

**Center for Labor Research and Education**  
Institute of Industrial Relations  
School of Public Policy and Social Research  
University of California, Los Angeles

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The Authors

## **California State Employees Work and Family Survey Executive Summary**

The Work and Family Advisory Committee has been charged with making recommendations for changes in programs for California State employees to relieve tensions between a worker's role as a State employee and a family member. A representative needs assessment survey of all State employees and 18 focus groups was contracted to the UCLA Center for Labor Research and Education to collect data from State employees on work and family issues.

California State employees prioritized the problems they have providing dependent care. State employees recognize the increasing difficulties they face as both workers and care givers to dependents. Pressures as the result of too little time surfaced as the biggest problem. Coordinating work and care schedules, flexibility in work hours, time off for family member illness and routine medical appointments for dependents and time off for children's school related activities were all reported as problems that State employees try to juggle while holding down a job and caring for dependents.

Other problems reported by State employees included: cost of dependent care, physical and emotional strain, quality of dependent care, finding needed dependent services and use of leave in emergencies.

The state of California currently provides many programs and benefits defined as family friendly. The survey found that a majority of employees expressed a lack of awareness about these programs. They also cited a lack of support by management in utilizing some of the programs.

In ranking the order of importance of family care issues, California State employees expressed their 'important' and 'very important' preferences as follows: 1) time off for family member illness, 2) flexibility in work hours, 3) time off for dependent's routine medical appointments, 4) time for children's school-related activities, 5) holiday/summer vacation programs, 6) assistance in locating and affording care, 7) assistance with dependent care expenses and 8) programs for dependents with special needs.

The following report on the California State Employees Work and Family Survey relays the major findings and data from the survey and focus groups of California State employees. The report also contains background information on childcare, elder care, family leave and flexible scheduling, a review of work family initiatives in other states, a copy of the focus group report, a copy of the survey instrument and a bibliography on work and family publications.

# **CALIFORNIA STATE EMPLOYEES WORK AND FAMILY SURVEY REPORT**

## **UCLA Center for Labor Research and Education**

**September 1, 2000**

### ***Introduction***

The Work and Family Advisory Committee was established to examine the tensions that exist between a worker's role as a State employee and as a family member, and to develop programs and policies to help alleviate this burden. Employers are increasingly offering "work/life" or "family-friendly" benefits because they recognize that the work/family balancing act has become very difficult in contemporary society, generating many stresses that impact employee productivity, morale, and health. Programs may also be designed as incentives to attract and retain high-quality talent. Beyond specific workplace considerations, there is also a considerable social effect, especially on the children who are impacted by long hours away from home and the variable quality of daycare. The Advisory Committee contracted with the UCLA Center for Labor Research and Education to conduct a needs assessment survey, the California State Employees Work and Family Survey (referred to as the Work and Family Survey in this report), and focus groups. This survey was designed to solicit the input of California State employees about their experiences and concerns regarding these issues, and their suggestions about potentially effective program options to meet their needs. In addition, the report and its policy options incorporate information about work-family initiatives in other states. This information will help the Work and Family Advisory Committee generate pragmatic and creative responses to these complicated issues based on the information provided by the needs assessment survey and the focus groups.

The emergence of these issues is the result of a number of factors. Demographic changes such as the growth of women's participation in the work force, an increase in dual-earner households, single-parents, and individual earners, and the expansion of the numbers of elderly who depend for care and support upon a shrinking section of the workforce, all contribute to this tension. Family issues have profound and continuing implications for job performance, productivity, labor management relations and the delivery of services by California State employees. Illness of family members, care for an elderly parent, lack of childcare or after school programs, concerns about hours, schedules or transfers are all barriers to the efficient delivery of services to the public. The size and diversity of the State of California provides an opportunity to develop precedent-setting "family-friendly" policies for state employees that would undoubtedly have significant impacts upon the private and civic sectors as well.

*Social and Public Policy Context.* The entry of women into the work force, particularly working mothers, has been a major phenomenon of the twentieth century: from 18.3% to 46.2% of the workforce between 1900 and 1997. A recent AFL-CIO study underscores that the majority of women are working full-time (60%), and an ever-greater percentage are working mothers (67%). The U.S. Department of Labor reported

that 71.9% of women with children under 18 are employed. More women in the work force leaves fewer of them available to provide unpaid care for dependents at a time when this need is projected to expand enormously. Another factor is the increase in female-headed households: in 1997, 12.8 million (18.2%) of U.S. families were headed by women, and 62% of these were employed. In addition, more employees are married to each other, so fewer are staying home to cover the homemaking job. In 1998 there were over 30 million dual-earner households in the U.S., a 20% increase since 1986.<sup>1</sup> Of the Work and Family Survey population, 72% live in dual-earner households.

Another indication of great change is the considerable current public discussion about how to define “family” at a time when the term includes single-parent and dual wage-earner households, recombinant families due to multiple marriages, same-sex partnerships, housemates, and other arrangements. According to California State employees, “family” includes individuals that “a person cares about”:

*To me, [family] is not just my relatives. Obviously, I live in a home now with a blood relative son, but we’ve enveloped, embraced, a friend of his who is down here going to [school]. . . . So, to me the family unit has changed a whole lot. It used to be mom, dad and the kids. Now it can be mom, dad, grandma, grandpa, whoever, or even an unrelated person. So family has a bigger meaning now. (Focus Group Participant)*

Some State employees even include many of their co-employees in their definition of family members.

*Because I’ve been with the department for 15 years, my family is my family at work because we’re all very close. Our office is real close. (Focus Group Participant)*

Another huge trend is the large size of the older adult population due to increasing longevity, with proportionally increasing needs for care. One recent study revealed that nearly 25% of U.S. households have at least one adult who has provided care for an elderly person at some point during the past year.<sup>2</sup> In the Work and Family Survey population, 25% indicated that they provided care for an adult dependent (usually an elder), with 15% caring for both children and adults. The costs to employees who provide this care are staggering: one study estimated that caregivers of elderly dependents lose \$659,139 in lost wages and pensions over a lifetime.<sup>3</sup> The cost to business in lost

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<sup>1</sup> AFL-CIO, “Facts About Working Women” at <http://aflcio.org/women/wwfacts>, citing the U.S. Bureau of the Census and the U.S. Bureau of Labor Statistics; U.S. Department of Labor, *Employment Characteristics of Families in 1997* (1998); National Alliance for Caregiving/AARP, *Family Caregiving in the U.S.: Findings from a National Survey*. (1997); Marian Clarkberg, “The Time Squeeze: From Problems to Solutions.” In Harvard Trade Union Program, et al., “Work and Family Conference Briefing Book.” Work and Family Conference, 1999 May 8 -9, pp.360-370.

<sup>2</sup> D.L. Wagner, *Comparative Analysis of Caregiver Data for Caregivers to the Elderly 1987 and 1997*. National Alliance for Caregiving, 1997.

<sup>3</sup> Metropolitan Life Insurance Company. *The MetLife Juggling Act Study: Balancing Caregiving with Work and the Costs Involved*. (Nov. 1999).

productivity is also high: currently between \$11 and \$29 billion dollars per year, and these costs will only rise in proportion to the number of U.S. workers who provide care, estimated to be 15.6 million (approximately 10% of the workforce) in the next decade.<sup>4</sup> Stress and anxiety have documented negative health effects and social costs, making this a community issue as well as a personal and family matter. All caregivers worry about finding and affording quality care, but those who are responsible for both elders and children experience the greatest difficulty and distress, a situation confirmed by the Work and Family Survey.

Almost all State employees agree that work and family impact one another in both directions. Focus group participants repeatedly observed that family responsibilities do not stop when an individual is at work.

*We cannot sever ourselves from our family, be it a pager, cell phone, pay phone, company phone, whatever. Our kids have to be able to reach us. We have to be able to return phone calls in some manner. I don't care who it is, from the top to the bottom, it happens. (Focus Group Participant)*

When these obligations are not adequately addressed and managed in the workplace, employees say their productivity suffers.

*When you're worried about children or parents or the tutor hasn't shown up and what's going on, you're not being effective at your job, and I don't care if you're there giving service or sitting trying to write a report, you're just not being effective. Just being at the job should not be the expectation of any employer, just being there and putting in your time. There needs to be quality time, you need to be able to focus. (Focus Group Participant)*

Many other studies indicate that care giving employees suffer from stress and strain, low morale, and health problems, which all interfere with efficient job performance. The public as well as the State as the employer suffers from absenteeism, high turnover, and the costs of lost productivity and retraining. Misreporting time off by necessity contributes to a counterproductive “culture of distrust” in the workplace, while informal solutions are often inadequate and inconsistent.

*If I have a family member in the hospital and I want to be there, I charge it to sick leave. But when I use sick time, I feel guilty all day long. I don't feel comfortable to stay with a sick kid. It stays in my thoughts all day long. I don't feel welcome to stay home, so I don't feel I have the support (from my employer). (Focus Group Participant)*

Generally people respond in surveys that government and employers should both do more to help them, and California State employees agreed. Focus group participants

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<sup>4</sup>Metropolitan Life Insurance Company, *The MetLife Study of Employer Costs for Working Caregivers*. (1997); National Alliance for Caregiving/AARP, *Family Caregiving in the U.S.: Findings from a National Survey*. (1997).



often suggested that the State government must play a significant leadership role in making the workplace more family-friendly. Some observed that family-friendly policies are currently in place, but that their utilization is hindered by a unsupportive management culture. They emphasized that State leaders must take the initiative, generating top-down momentum in order to achieve significant, lasting improvements in family-friendly policies.

*It needs to come down from Sacramento and [agency headquarters] that “This is approved, we are supporting this, we’re going to work with people to have flexible work schedules.” But it’s going to have to come down from headquarters. Our place is not going to do it until they get the okay from up there... We need Sacramento to start taking action and looking at this. (Focus Group Participant)*

### **Methodology**

**Work and Family Survey.** The needs assessment survey was sponsored by the Work and Family Advisory Committee under contract to the UCLA Center for Labor Research and Education. The initial sample set of 20,000 was drawn from the pool of California State employees and compiled by the UCLA Survey Data Center in collaboration with the State Controller’s Office. The randomly selected sample was stratified to assure equal labor-management representation, and the resulting data weighted to give each collective bargaining unit (CBU) its proper representational proportion. To assure confidentiality, the sample was drawn from a data set that contained no personal identifier, and responses were voluntary and anonymous at all times. The survey was distributed by mail by the California Department of Personnel Administration, with postage paid return envelopes to return the survey to UCLA. Individuals selected to participate received a survey cover letter from the Work and Family Advisory Committee that provided a general introduction to the survey and assured participants of confidentiality and their ability to withdraw participation at any time. Procedures to announce and advertise the survey include articles in member union publications and State departmental publications, notification inserts in the June paychecks, letters to supervisors, and posting on the Work and Family Advisory Committee’s web page, which is located on the State Department of Personnel Administration’s web page.

More than 4,000 State employees responded by returning the questionnaire, a 20% response rate, which is very good for this type of mailed survey. The data was processed initially to generate basic frequency data, then crosstabs on selected variables revealed more detailed information on different subpopulations. In particular, analysis focused on the effects of gender, age, type of dependent, and worker status (rank and file or management). The last three variables were created by data aggregation. The results reported reflected significance levels of .05 or better .001 in the case of gender effects, which confirm that these are indeed statistically significant observed effects.

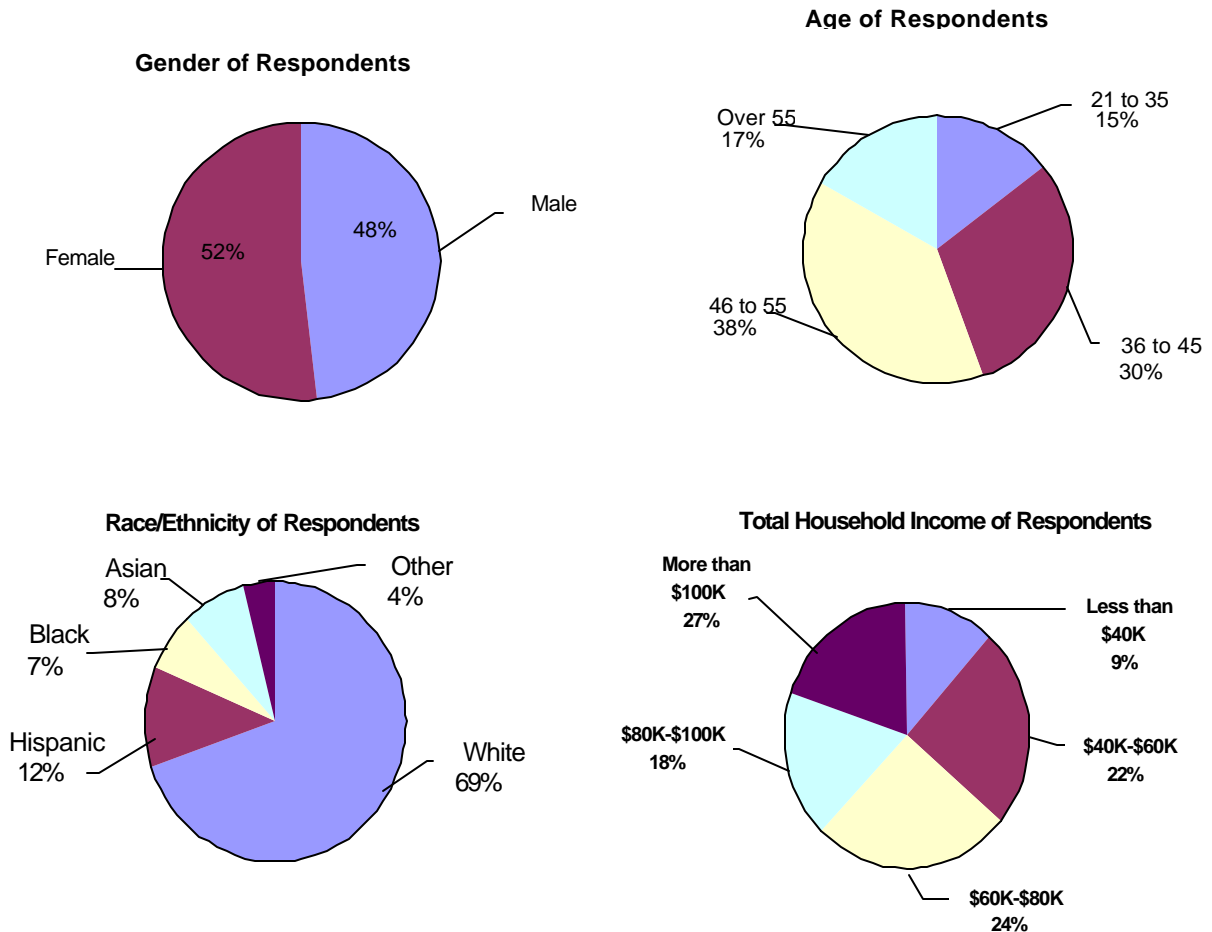
**Focus Group Methodology.** Focus group sessions were also in order to add depth to the findings, to insure responses from locations where participation may be difficult

(e.g., rural areas), and to examine the consistency and validity of the survey findings. This aspect of the project was subcontracted to David Binder Research of San Francisco, and the meetings were conducted between July 24 and August 4, 2000, at locations throughout the State. Five of those groups consisted of management participants (M), and 13 were rank and file (R/F). The Binder report is included as an appendix to this report, and its insights are also incorporated into this report (Appendix C). The concrete suggestions offered by State employees during focus group sessions are particularly valuable in understanding how to implement specific programs at different levels.

## Survey Results

### Demographics

**Figure 1. General Demographics (N=4000)**

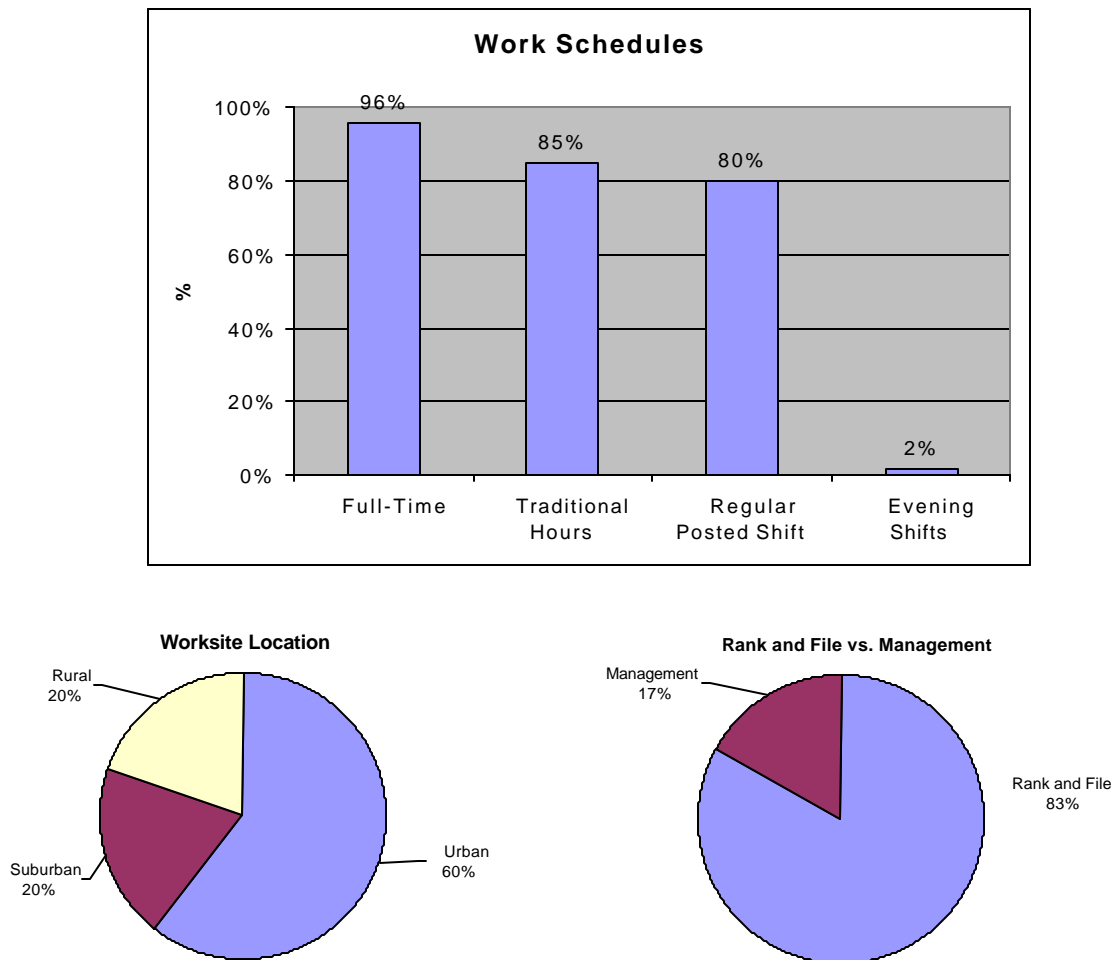


The Work and Family Survey data set representing all California State employees indicates a considerably older (average [ $\mu$ ]=46 years), white (70%), middle to upper household income (88%), and urban/suburban (81%) population. Forty eight percent of the California State labor force is male, and 52% is female. Of those with dependents, 38% are ages 36 to 45 and 46% are ages 46 and over. Comparatively, of those without dependents, 70% are ages 46 and older. Single employees are slightly younger on average ( $\mu$ =45) than those with partners ( $\mu$ =47), with 52% of single employees versus 57% of partnered employees over the age of 46.

Forty percent of employees work in the County of Sacramento, while 32% live there. Approximately 10% live and work in the County of Los Angeles, and the remaining live and work elsewhere. Thirty percent are people of color: 12% Hispanic, 8% Asian, 7% African American, and 4% of other races.

The household incomes of California State employees are generally higher than the average of the general population. Sixty-four percent of State employees report household incomes of \$60,000 or higher. Sixty-eight percent of the households headed by a single parent and 24 % of the households headed by two people report an annual household income of \$60,000 or less.

**Figure 2: Work Profiles**

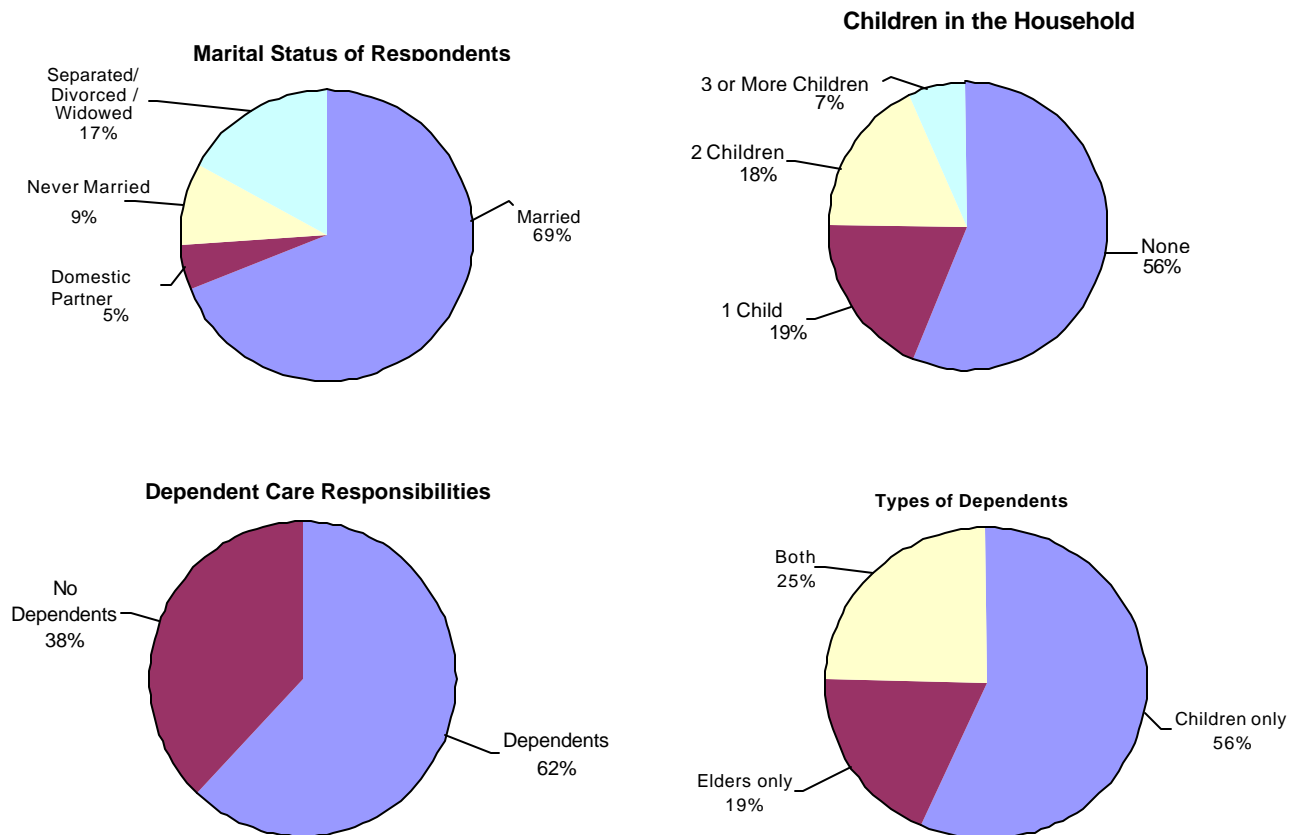


Most State employees work full time hours (96%), and 85% of all employees report working traditional hours. Five percent report a variable or evening shift. Non-traditional hours create difficulties for employees with dependents who can not find non-traditional/off-hour care.

California State employees also report a lengthy commute, with an average of 51 minutes per day spent commuting.

According to the Work and Family Survey data, 83% of State employees are classified as rank and file employees, and 17% are classified as management. Of the rank and file category, the top three bargaining units are Administrative (18.7%), Office (15.5%) and Corrections (13.1%). Of the management category, 12.2% of managers are classified in supervisory bargaining units. Sixty-six percent of survey respondents report union membership, while 34% report not being members of a union. Some bargaining unit employees may be paying an agency fee to a union, but are not union members.

**Figure 3: Family Profiles**



*Marital Status.* Seventy-three percent of State employees are married or have partners residing with them. Seventy-two percent are dual-earner families. Only 12% of State employees are single, while 9% of the whole workforce are single parents. Of the State employees with dependents, 20% report being single parents.

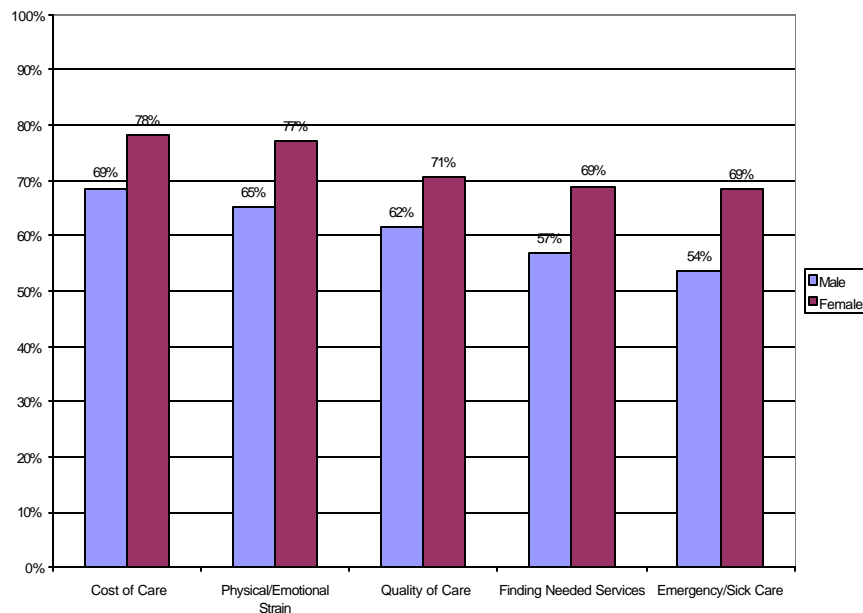
*Children.* Forty-four percent of the California State workforce have at least one child dependent. Forty-two percent of the whole workforce report being parents. Fifty-six percent of State employees do not have any child dependents, while 18% have one child, 18% have two children, and 8% have three or more children. Thirty-four percent of all State employees have *only* child dependent responsibilities while 15% have both child and adult care responsibilities. Of those employees with any type of dependent, 25% have children 5 and under, 32% have children 6 to 12, and 21% have children 13 to 18 years of age. Nineteen percent of all employees expect to have children within the next five years. A large majority of State employees with children live full time with their child dependents. Of those California State employees with a dependent under 18 years of age, 82% reside full-time with their respective child dependents. Roughly 9% reside part-time and 9% do not reside with their child dependents. California State employees use a variety of types of care. Of those with child dependents, 21% use a childcare center, 33% use some form of parental care, 20% use another relative, 10% use a non-relative, and 16% use another form of care or do not use care at all. Those who do not use care may have older children who care for themselves. (Table 4, Appendix A).

*Adult Dependents.* Fifty percent of the California State workforce expect to be responsible for an adult dependent within the next five years. Eleven percent of the workforce report having only adult care responsibilities while 15% report caring for both adult and child dependents. The average age of State employees' adult dependents is 66 years old. Twenty percent of these adult dependents are under the age of 55. Of those employees who report having adult dependents, 33% reside full-time, 14% reside part-time, and 53% do not reside with adult dependents. The average length of time providing care for adult dependents is 5.3 years, and the average number of days per year providing care is 87. Of those employees with adult dependents, 17% utilize center based care, 30% use self, partner or spouse, 22% use another relative, 13% use a non-relative, and 18% use another form of care or do not use care at all.

**Work and Care Problems by Subpopulation.** In order to better understand the challenges of balancing work and family, the analysis focuses on different issues based on gender, age, type of dependents and work status. The results indicate that there are significant differences among these groups in terms of the problems experienced with family issues and the impacts on work. Generally, women, younger employees, those with both adult and child dependents, and rank and file employees experience significantly more problems with dependent care issues and assign more importance to supportive work and family programs.

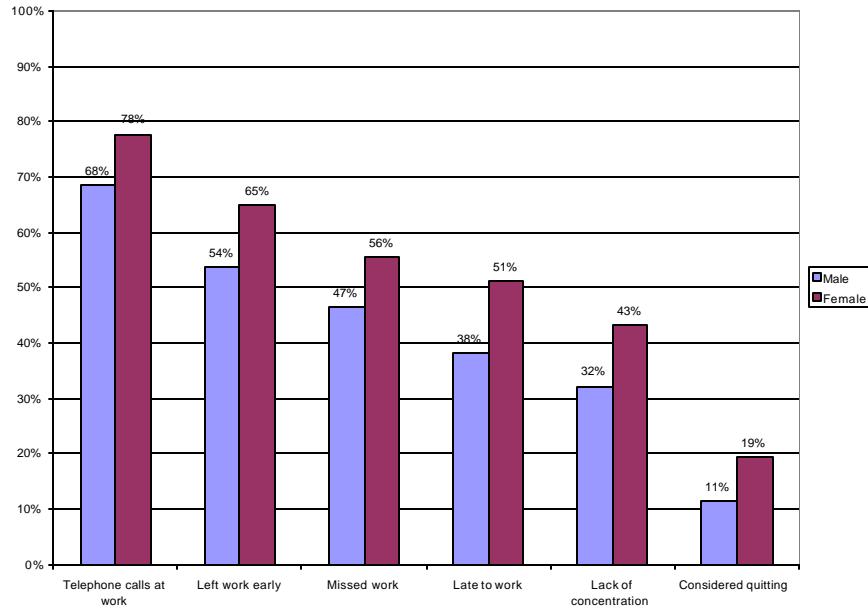
**Gender of Respondent.** Women consistently report greater problems with dependent care issues than do men suggesting that women remain the primary caregivers of dependents and experience greater work impacts as the result of dependent care responsibilities. Figures 4 through 7 highlight the most significant differences reported by men and women for dependent care problems, work interruptions, importance of work-family issues, and management support for work-family issues.

**Figure 4: Dependent Care Problems by Gender**



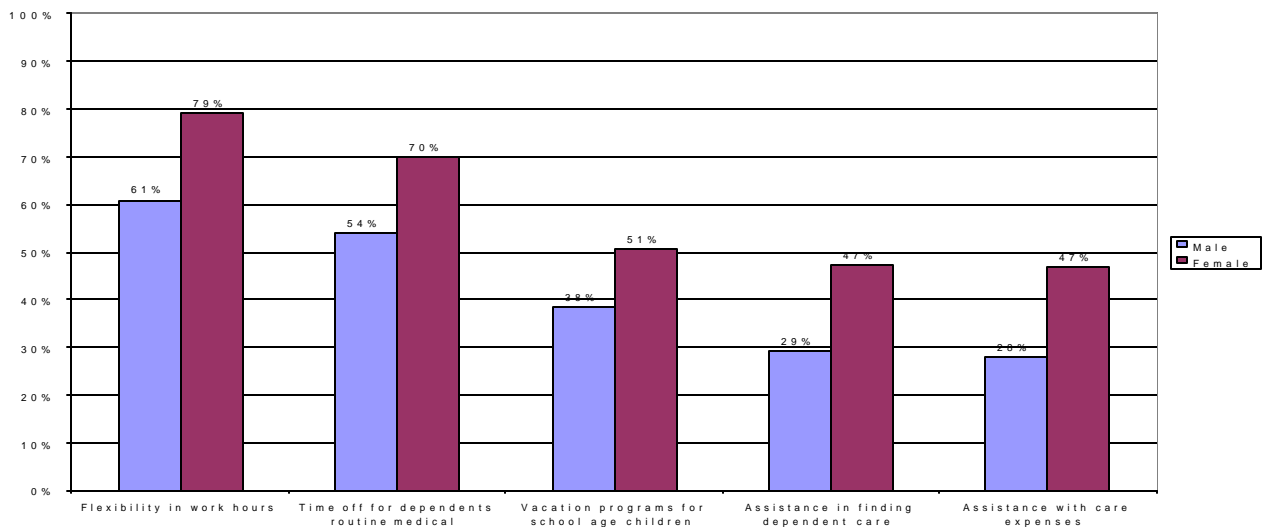
Figures 4 and 5 illustrate that women are consistently and significantly more likely to report problems with caring for dependents and experience more work interruptions as the result of dependent care responsibilities. Over three-quarters of women report either major or minor problems with the cost of care (78%) and the physical and emotional strain of providing care (77%) compared to 69% and 65% of men, respectively. Also, the considerable differences between men and women encountering problems with finding dependent care services and providing emergency or sick care to their dependents suggest that the balancing act between work and family is considerably more difficult for women.

**Figure 5: Work Interruptions by Gender**



Women report leaving work early, missing work, and being late to work as the result of family responsibilities over 10% more than do men. Furthermore, women report higher levels of an inability to concentrate (43%) and consider quitting (19%) more so than men.

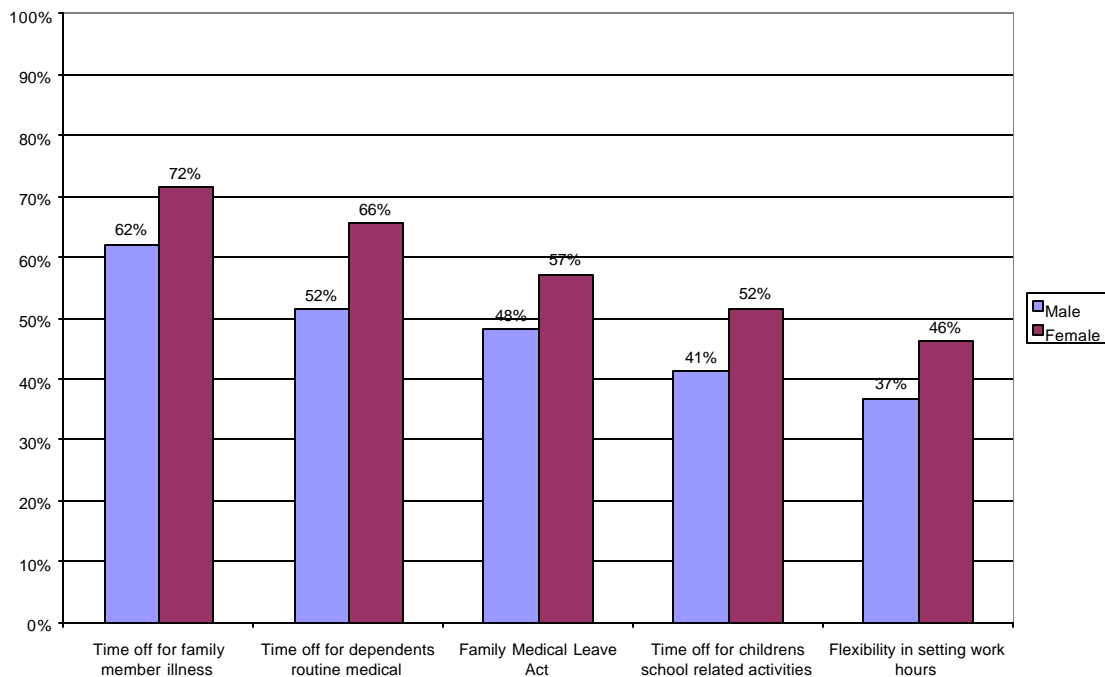
**Figure 6: Importance of Work-Family Issues by Gender**





Women also place higher priority to work and family issues than men (Figure 6). Nearly 80% of women place a high importance level on flexibility of work hours compared to 61% of men. Similarly, 70% of women and only 54% of men rank time off for dependents medical appointments as a very important work and family issue. Finally, women are nearly twice as likely to place more importance on employer assistance in finding and paying for dependent care emphasizing the greater concern and responsibility women assume for family responsibilities. Fortunately, women feel considerably more support from management to take time off for sick family members, medical appointments, and children's school activities as shown in Figure 7.

**Figure 7: Management Support for Work-Family Issues by Gender**



Supervisors and managers are likely more supportive of women employees with families because women are expected to assume higher levels of responsibility for family care. Women report being slightly more supported for time off for family member illnesses and child activities suggesting that supervisors are more tolerant of women taking time off for family related activities.

*Age of Respondent.* Another dimension along which work and family issues differ is by the age of the employee. The California State work force is an older working population with a mean age of 46 years old and employees in different age categories report significant differences in dependent care problems, work interruptions, importance of work-family issues and management support for work-family issues. This is likely the result of different stages in the lifecycle; younger employees are starting careers and families and have primarily child dependents, while older employees often have no children still in the house, but are navigating the complex terrain of providing care to elderly parents.

**Figure 8: Dependent Care Problems By Age**

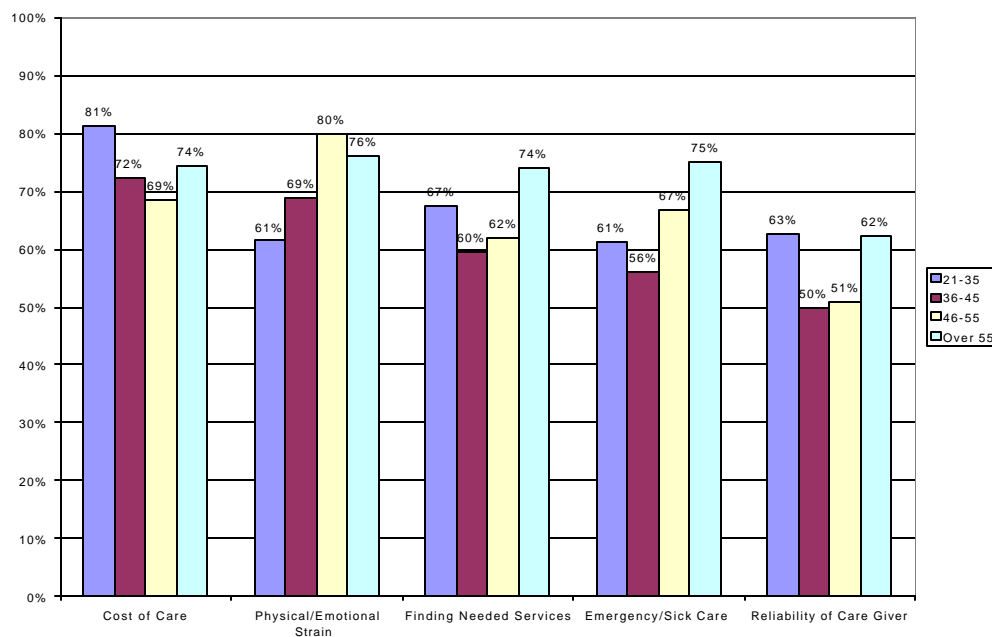


Figure 8 highlights reported differences in dependent care problems among employees in four age categories: 21 to 35, 36-45, 46-55, and over 55. Over 80% of employees between 21 and 35 report a problem with the cost of dependent care. Interestingly, employees over 55 report the second largest problem level with costs of care. Actually in several cases, the patterns show similarities between the youngest and oldest employees in terms of problems with dependent care. For example, the youngest and oldest employees report more problems with finding dependent care services (67% and 74%) and the reliability of the caregiver (63% and 62%). While these two groups are likely dealing with different types of dependents, children versus elders, the problem levels are similar. The two age groups in the middle, employees 36 to 45 and 46 to 55 may be more experienced with balancing the responsibilities of family and work and have more stable routines.

**Figure 9. Work Interruptions by Age of Respondent**

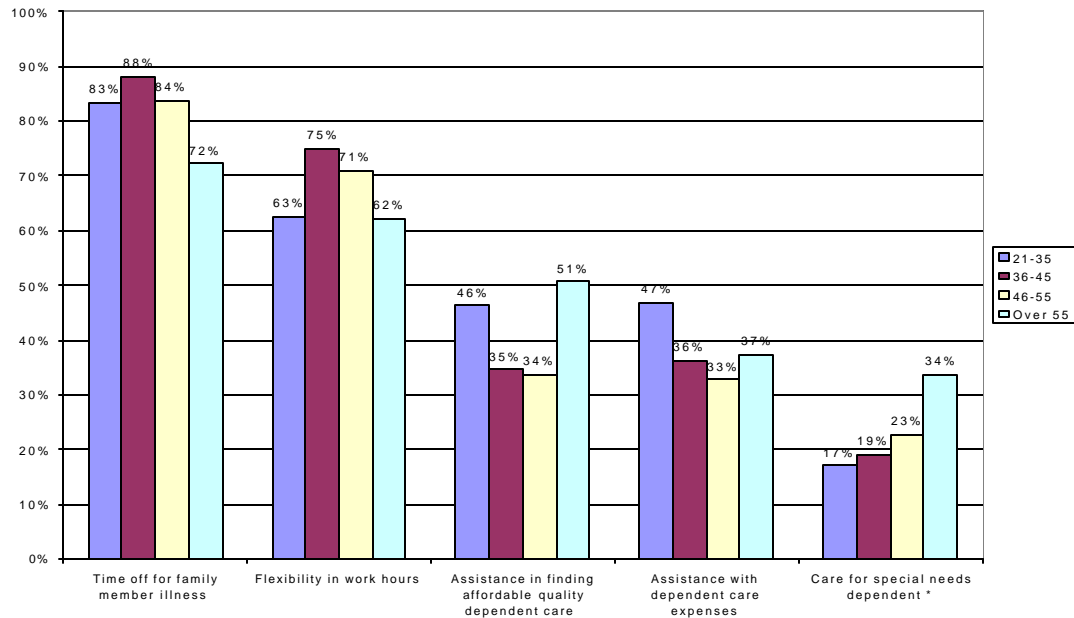
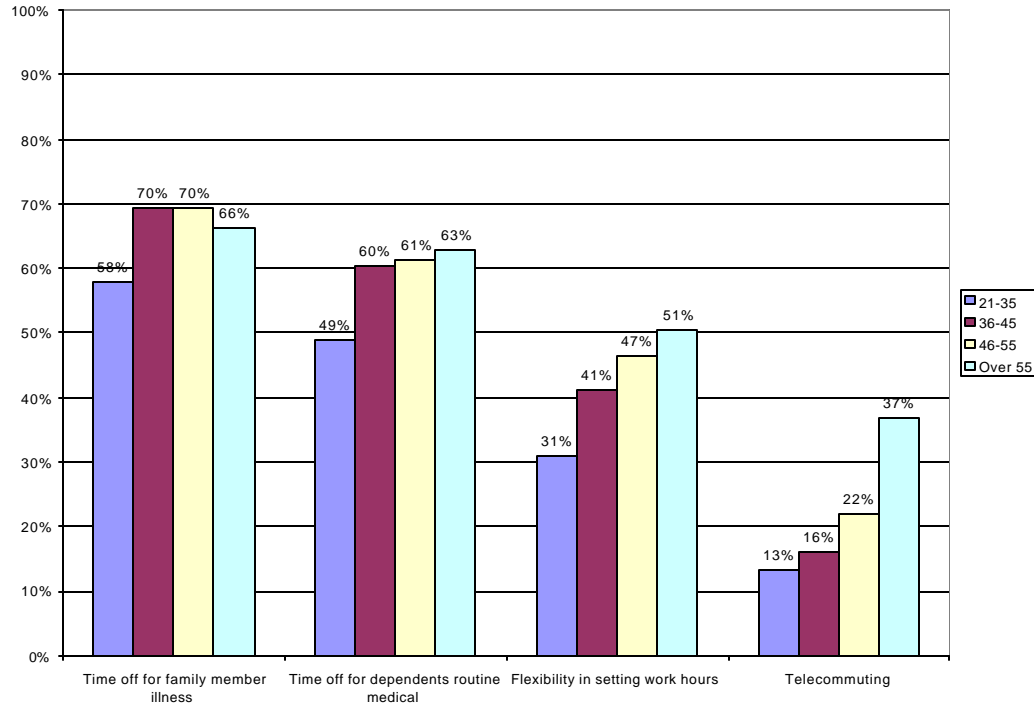


Figure 9 shows work interruptions resulting from family responsibilities. Again, patterns are similar among the youngest and oldest employees but in a different direction. Employees age 21-35 and employees over 55 report fewer telephone calls at work and instances of leaving work early as the result of dependent care responsibilities. However, employees over 55 reported fewer instances of missing work and being late to work as the result of family responsibilities. Also of note, nearly one-quarter (24%) of employees between the ages of 21 and 35 reported considering quitting due to the difficulty of balancing work and family compared to between 12% and 15% for the other age categories.

One of the reasons younger employees are twice as likely to consider quitting than their older counterparts may be due to significantly lower levels of perceived support from management for work and family issues. As shown in Figure 10, ratings of management support by employees generally increase as employees get older. This is particularly striking in the case of management support for flexible work hours and telecommuting, with younger employees reporting significantly less support for usage of these types of programs.

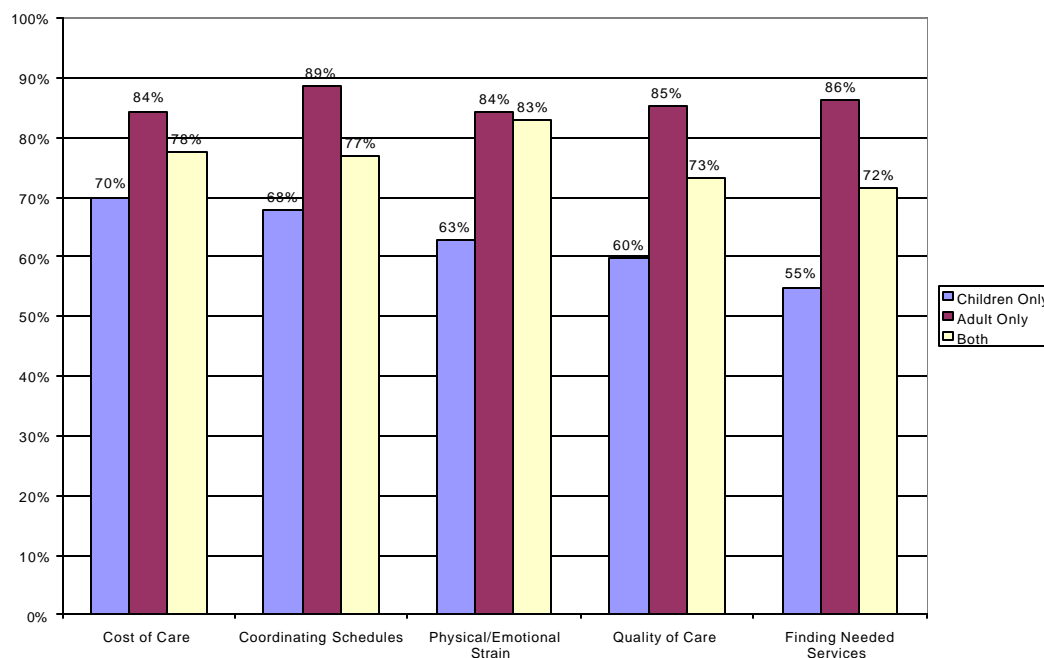
**Figure 10: Management Support for Work-Family Issues by Age**



*Type of Dependent.* Another important factor that contributes to differences among caregivers is the type of dependents they are caring for; children under 18; ill, disabled or elderly adults; and both. As the population ages, many employees are facing caring for both dependent children and dependent adults. Over one-quarter of all State employees report providing some dependent care for an elderly, ill or disabled adult and almost 15% of State employees provide some level of care for both dependent children and adults.

Generally, adult dependents appear to cause the greatest problems in terms of care, but children appear to impact day-to-day work life more. As illustrated in Figure 11, employees caring for adult dependents report the highest levels of problems and difficulties handling dependent care issues. Over 85% of employees caring for only adult dependents report problems with the cost of care, coordinating work and care schedules, physical and emotional strain, quality of care and finding needed services. Employees with only child dependents report over 20% less problems with all of these issues.

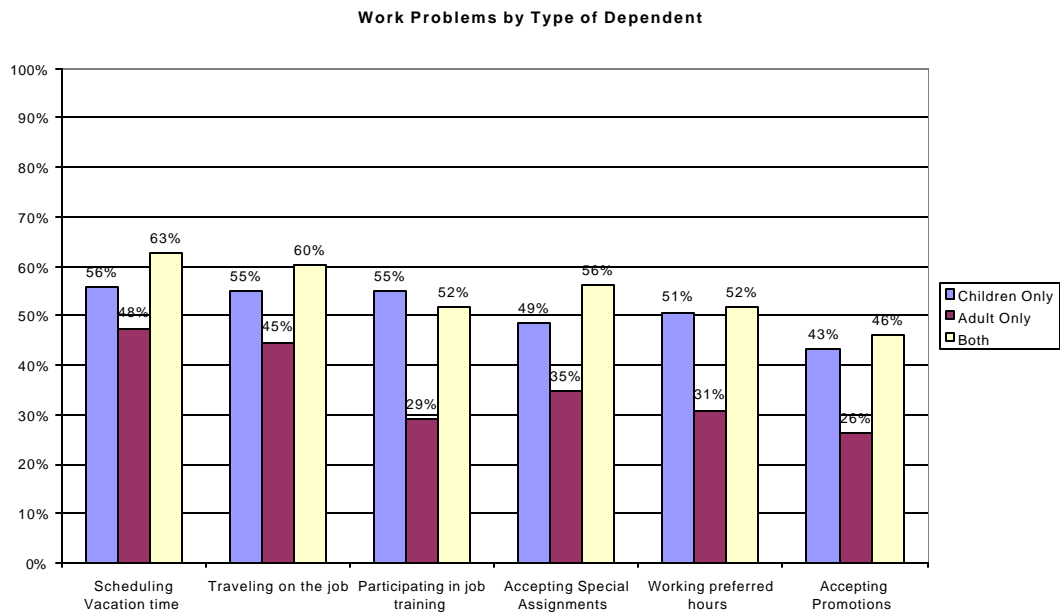
**Figure 11: Dependent Care Problems by Type of Dependent**



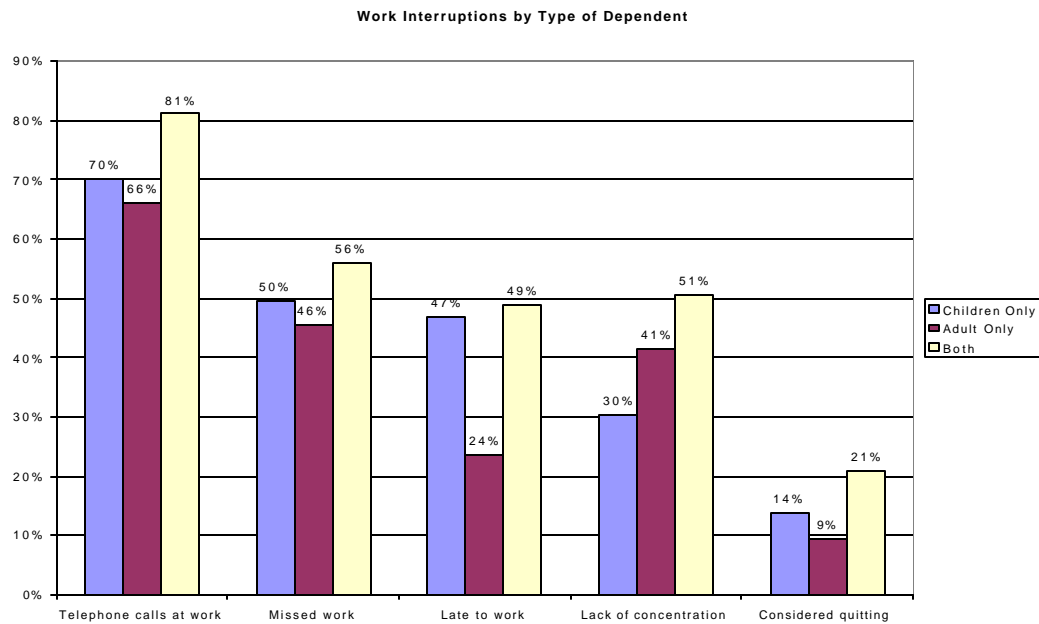
While adult dependents appear to present the largest dependent care problems, employees with child dependents report significantly more work interruptions and work problems as the result of family responsibilities (Figures 11 through 13). Employees caring for both children and adults report the greatest levels of work problems and work interruptions across the board. Employees with children report significantly more problems with scheduling vacation time, travelling on the job, participation in job training, accepting special assignments, working preferred hours and accepting promotions than do those caring for adult dependents. The most striking differences are participation in job training, working preferred hours and accepting promotions, with employees with children reporting nearly two times the problems than those with only adult dependents.

Work interruptions, such as phone calls and missing work, also appear to be more affected by the presence of children than adult dependents. Over 81% of employees caring for both children and adults reported telephone calls at work related to family care in the past three months, compared to 70% of those with only children and 66% of those with only adult dependents. Employees with dependent children were nearly twice as likely to report being late to work as the result of family responsibilities and reported missing work significantly more than those with adult dependent responsibilities. This is likely the result of adult dependent care often being intermittent and varied, rather than day-to-day care giving as in the case with children. The only work interruption that appears to be greater for those caring for adult dependents is an inability to concentrate at work, which is consistent with the higher levels of dependent care problems and stresses experienced by those caring for adults.

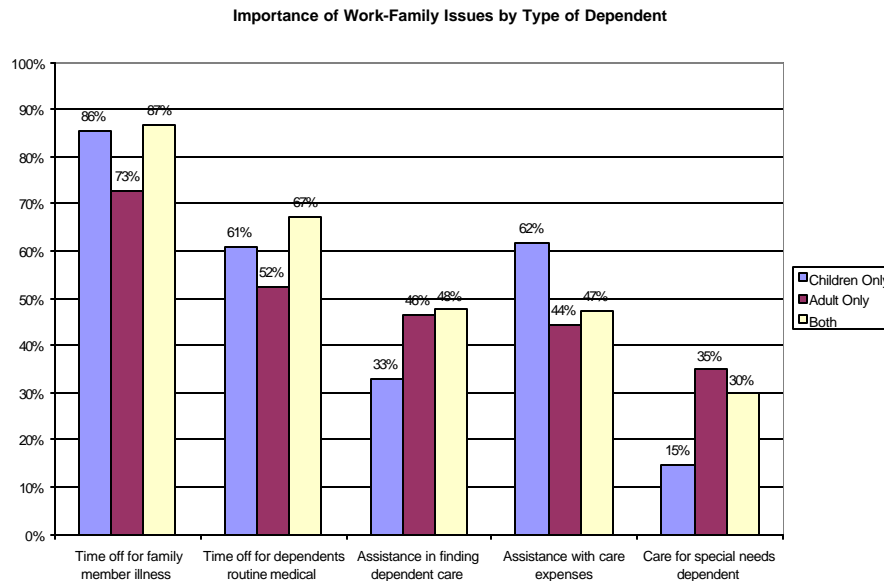
**Figure 12: Work Problems by Type of Dependent**



**Figure 13: Work Interruptions by Type of Dependent**



**Figure 14: Importance of Work-Family Issues by Type of Dependent**

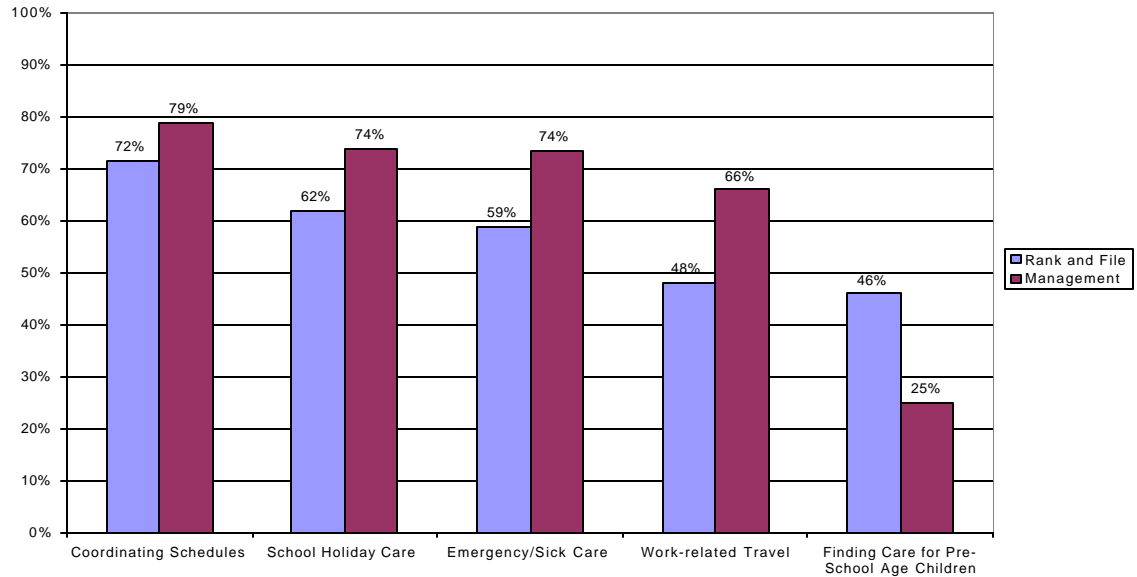


Finally, employees with different types of dependents report significant differences in the levels of importance for work and family issues and programs (Figure 14). For example, employees with children assign greater importance to time off for family illness and routine medical appointments than those with adult dependents, again emphasizing the ongoing challenges of caring for children. However, employees with adult dependents assign considerably more importance to assistance with finding dependent care resources, suggesting that it is more difficult to find affordable, quality care for adult dependents. The difficulty in finding care may be the result of the special needs often associated with adult dependent care. Employees with adult dependents were more than twice as likely to assign high levels of importance to finding care for special needs dependents.

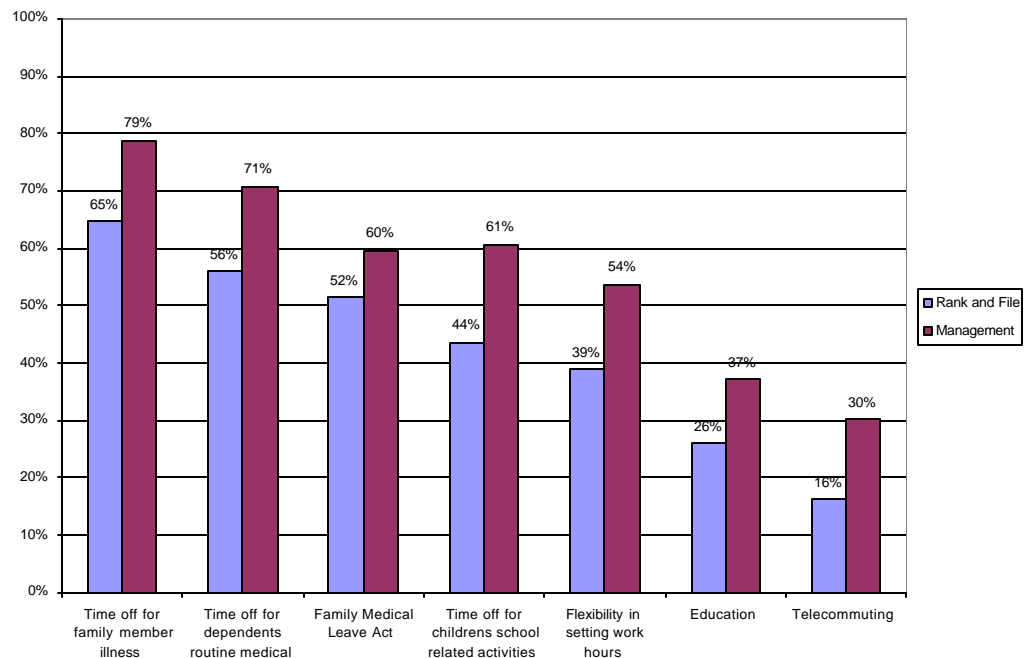
*Employee Status.* Differences between rank and file employees and management are presented to elucidate any differences among these two groups. Generally, both rank and file and management report similar levels of problems with dependent care responsibilities. Management employees report significantly greater problems with scheduling and finding emergency and holiday care for dependents than do rank and file employees, likely as the result of increased responsibility among management and the need to work longer hours to complete tasks. While management appears to have slightly more problems juggling care and work responsibilities, they also report considerably greater levels of support for their work and family obligations. In all cases, management reported significantly greater levels of perceived support for taking time off for family responsibilities, flexibility in setting work hours, and telecommuting. So while

management may experience greater workloads and longer hours, this appears to be balanced by greater levels of schedule flexibility as needed.

**Figure 15: Dependent Care Problems by Employee Status**



**Figure 16: Management Support for Work-Family Issues by Employee Status**





***Current State Program Utilization.*** Several existing benefits programs are analyzed to better understand the current utilization and awareness of available programs that may aid employees in balancing their work and family obligations. All employees, not just those reporting dependent care responsibilities, are included in the analysis of program utilization and awareness. Only benefit programs that had at least a 10% utilization rate are reported. The percentages reported to measure awareness levels represent the percentage of employees indicating that they were NOT aware of the benefits program. Differences between gender, age, presence of dependents and management status are presented in Tables 6, 8, 10, and 12 (Appendix A).

Leave benefit programs and schedule benefit programs appear to have the highest levels of utilization, which is consistent with employees reporting time and flexibility as the most important issues and problems associated with balancing work and family obligations. Some employees have two options for leave benefit programs. In the traditional leave option, employees receive vacation days based on length of service, eight hours per month of sick leave and disability leave. In the Annual Leave Program, State employees receive fewer hours of leave than received in the traditional vacation/sick leave program, but is offset by a higher disability benefit. Forty percent of employees covered by the annual leave program report using the program at least once in the past year. The second most utilized program involves employees exchanging hours of work or days off with other employees in the same class that perform similar duties and work similar schedules. The high use of this program supports the assertion that co-employees are willing to support each other in balancing their family and work responsibilities as stated in the focus groups.

The education and training programs have the lowest levels of utilization, likely as the result of low levels of awareness. While none of the education program benefits listed on the survey achieved the 10 percent utilization required to be included in the analysis, the education programs received higher levels of unawareness than any other group of programs. Between 13 and 16 percent of survey respondents reported being unaware of continuing education leave, educational benefits, family school partnership, mentoring program, and tuition reimbursement. Nearly 17% reported not being aware of the Family School Partnership Act, which is available to all employees and provides up to 40 hours a year to participate in children's school activities.

While there are several significant differences in utilization by gender, there do not appear to be any clear patterns. In some instances men reported significantly higher levels of utilization (Table 6, Appendix A). For example 46% of men used the annual leave option in the past year compared to only 35% of women. On the other hand, women were significantly more likely to use the schedule benefits programs, such as alternate work weeks, flextime, and telecommuting, likely as a result of their heightened family responsibilities. There were very few differences in awareness by gender, however, overall women appeared to be slightly less aware of programs than men.

Table 8 (Appendix A) presents utilization and awareness levels by age categories. The use of the leave significantly and steadily increases as age increases. However,

younger employees are significantly and substantially more likely to exchange days and hours off with other employees. Employees in the two middle age categories, ages 36-45 and 45-55, report higher levels of usage for flextime, telecommuting and the FlexElect program, which allows employees to allocate pre-tax dollars to pay for out-of-pocket medical and dependent care expenses.

While utilization levels by age do not follow consistent patterns, awareness levels are clearly affected by age. In all instances, younger employees report that they are unaware of programs significantly more than do older employees. This is likely the result of older employees having longer tenure in State employment and as a result being more aware of their benefits packages. Generally, employees in the two youngest age brackets report that they are unaware of programs nearly twice as much as employees in the two older age brackets. For example, one-quarter (25%) of employees between age 21 and 35 reported not being aware of the Family School Partnership Act, while only 8% of employees over the age of 55 reported being unaware of the program, even though these older employees are much less likely to have school age children.

Table 10 (Appendix A) presents breakdowns of utilization and awareness levels by the presence of dependents. Not surprisingly, employees with dependents have higher levels of utilization for programs such as the Family Medical Leave Act, alternate work weeks, flextime and exchanging days and hours off with other employees. However, employees with dependents also are significantly more likely to report that they are unaware of programs, even programs that are aimed at helping those with dependents.

Finally, Table 12 (Appendix A) presents breakdowns of utilization and awareness by management status. While management employees reported using leave nearly twice as much as rank and file employees (60% vs. 35%), rank and file employees used the family medical leave act over three times as much (14% vs. 4%). Rank and file employees reported significantly higher levels of utilization of alternate work weeks and exchanging days and hours off with other employees, but management reported higher usage of flextime and telecommuting. Over twice as many management employees reported using the telecommuting program than did rank and file employees (25% vs. 12%). In terms of awareness, rank and file employees are consistently and significantly more likely to report that they are unaware of programs.

***Barriers to Program Utilization.*** As discussed in the previous section, State employees usage and awareness of existing benefits programs varies widely and along several dimensions. Table 13 (Appendix A) presents perceived barriers to program utilization reported by employees by gender, age, presence of dependents, management status, and race/ethnicity. The race/ethnicity distinction is included because there were significant differences among barriers to program usage among non-whites.

Among all employees, the top two reasons cited for lack of participation in programs are awareness of current programs and timely administrative assistance with information and forms. Over half (51%) of all employees state that a lack of awareness is a problem that prevented them from taking advantage of existing benefits programs and

40% cite problems with assistance with information and forms as a factor preventing benefit usage. Approximately one third of all employees felt that inconsistent application of policies is a problem and that benefit usage may harm their employment. Nearly one-quarter of all employees state that supervisor resistance is a barrier to utilization, while one-eighth cite coworker resistance as a problem.

The only significant difference in barriers between the sexes is that women are slightly more likely to perceive co-worker resistance as a problem to using benefit programs than are men (15% vs. 10%). However, there are substantial and significant differences by age. Younger employees report much higher problem levels with taking advantage of current programs. Almost three-fourths (72%) of employees between the age of 21 and 35 feel that a lack of awareness of programs is a problem that prevents them from using existing benefit programs compared to only 32% of employees over the age of 55. While not surprising that older employees, who likely have worked for the State for much longer periods of time, know more about their benefits, it is important that younger employees and new employees are also aware of programs that may help them balance work and family obligations.

Employees with dependents are significantly more likely to report problems accessing existing programs. This may result from employees with dependents attempting to use programs more and therefore hit more problems, it also likely stems from a greater need for leave and flexibility by employees with dependents and so they perceive more difficulties. Regardless of the reasons, employees with children and/or adult dependents report considerably higher problem levels than employees with no dependents with awareness (58% vs. 39%), assistance and information (45% vs 32%) and inconsistent application of policies (37% vs. 24%). Employees with dependents are also more likely to report problems with supervisor and co-worker resistance.

Another dimension along which barriers to utilization vary is by management status. In all cases, rank and file employees report significantly more problems than do management employees. Fifty-four percent of rank and file employees cite that a lack of awareness is a problem to program utilization compared to only 36% of management employees. Likewise, more than twice as many rank and file employees cite problems with inconsistent application of policies, concern that benefit usage will harm employment, supervisor resistance and co-worker resistance than do management.

Finally, non-whites identify more problems with all of the barriers to program utilization. Non-white employees report 10% more problems with awareness of programs, assistance with forms and information and consistency of policies than whites. Non whites are also more likely to cite that they believe usage will harm employment (35% vs. 29%) and perceive greater levels of supervisor resistance (26% vs. 22%) and co-worker resistance (17% vs. 10%) than white employees.

## ***Discussion of Major Research Findings***

***The “Time Crunch”: Flexibility is Key.*** Finding time to fulfill obligations is one of the biggest issues facing modern families. Studies show that more people feel rushed these days, and feel that the problems are getting worse, not better. In the Work and Family Survey sample, 46% of respondents cited lack of participation in family activities as a problem. Hours of work have increased for everyone --163 hours more per year in 1987 than 1969—but the difference is most significant for women, who now work 305 more hours per year. Working mothers in particular say that the pace is killing them, largely due to the “double day,” with its demands for unpaid domestic labor in addition to wage earning. Other studies show that people consistently feel that they are working more than they would like to work, regardless of the actual time, and most work full-time because there are few part-time options with benefits outside the low-wage sector. In one study of married couple respondents, two-thirds said they worked their hours because the job required it, while less than 1 in 5 said it was for financial reasons. In the Work and Family Survey sample, 59% reported problems with excessive workloads (23% major problem), and that number increased to 61% of women.

Other families try to balance work/family time by working a different work schedule from their spouse/partner, although this arrangement is very stressful on family life. A University of Massachusetts study of 150 couples indicated that 1/3 of them work different shifts to avoid costly childcare and save money. Other employees with irregular shifts are more likely to face a lack of day care at nonstandard times.

In the Work and Family Survey, both rank and file employees (72%) and management (79%) reported problems coordinating their work and family schedules. Almost half (49%) of the California State employee caregiver population reported difficulty in working preferred hours (24% major problem), increasing to 54% among women. More than half report that scheduling vacation time is a problem (19% major problem). Repeatedly, not just time off but flexibility and control, especially in dealing with contingent circumstances, are the main issues.

***Work and Care Problems are Difficult and Stressful.*** In general, State employees agree that caregiving is hard, and that it has become increasingly problematic in our society over the past several years. Focus group participants identified many challenges that they face in caring for their families, reporting that they “struggle to juggle” family responsibilities and work demands. The sporadic, contingent nature of small everyday emergencies seems to create the greatest disruptions. When regular arrangements do not function, work-family conflicts arise quickly. Many employees indicate that part-time work, or more flexible work schedules, could help them with these problems, but these programs are not generally available.

Stress, with significant implications for employee health as well as productivity, is a problem for the entire caregiver population (71% report some problem with stress and strain), but there are variations by subgroup. For example, women report greater problems with stress than men. Stress levels also vary considerably depending upon type

of dependent, and rise rather than decline with age, largely due to the demands of adult dependent care.

The Work and Family Survey demonstrates high levels of concern associated with care giving among California State employees:

- ❖ **SEVENTY PERCENT** report some (major or minor) problem with:
  - Cost of care (74%)
  - Coordinating work and care schedules (73%)
  - Physical/emotional strain (71%)
- ❖ **SIXTY PERCENT** report some problem with:
  - Quality of care (67%)
  - Finding needed services (63%)
  - Emergency care/sick coverage (61%)
- ❖ **FIFTY PERCENT** report some problem with:
  - Summer care (56%)
  - School/holiday care (56%)
  - Reliability/dependability of caregiver (54%)
  - Sudden loss of care provider (53%)
  - Work-related travel (51%)
- ❖ **FORTY PERCENT** report some problem with:
  - Transportation to care (48%)
  - Emergency care (42%)
  - Overnight care (41%)

Work and Family Survey caregivers report their major concerns as:

1. **Cost of care**
  - 74% report some degree of problem
  - 41% say major problem
2. **Coordinating work and care schedules**
  - 73% say some degree of problem
  - 32% say major problem
3. **Physical and/or emotional strain**
  - 71% say some degree of problem
  - 36% say major problem
4. **Quality of care**
  - 67% say some degree of problem
  - 45% say major problem
5. **Finding needed services**
  - 63% say some degree of problem
  - 34% say major problem

### ***The Adult Dependent/Elder Care “Avalanche”***

*“I’m in the situation where my Mom is over 60. She still works but she just had surgery on her hand, so I had to take a few days off to be with her, to help her adjust her medications. I take days off or time off to take her to her doctor’s appointments. She has Kaiser, so you have to wait around a lot of the time. So, that’s my situation. Whenever something happens to her, I have to take time off (Focus Group Participant)*

Care for an adult dependent is often very stressful, whether it involves a sudden and acute shock or a slow, chronic illness. Adult dependents are increasingly, but not always, elders in declining health, a situation that can impose a tremendous burden of long-term care on family members and others. Although the need is considerable, finding services for these individuals is more difficult than finding child care. One discouragement might be the need to provide medical facilities or personnel for clients who are unwell, with attendant liability issues. In the focus groups, participants strongly supported the idea of resource guides and help in finding services in the community, recognizing as well that options are limited by the availability in the community. A more detailed discussion of the adult/elder care issue can be found in the elder care policy memorandum in Appendix B.

***Gender Effects.*** The effects of family responsibilities on individuals vary most significantly by gender. Men are burdened with concerns about affordability and cost of care, of their limited time with their families due to long hours of work and commuting. These are certainly stressful factors, but too much work rarely harms a career. Women are managing more of the daily logistics of dependent care and report more work interruptions than men. Leaving the workforce for short or long periods of time results in lost wages, pensions, and career opportunities for women. Without part-time work options, women in particular sometimes chose to leave the labor force entirely, especially after pregnancy. In the current sample, 39% of women caregivers reported having some difficulty returning to work after the birth of a child. Many focus group participants viewed current policies regarding maternity leave very positively (with special mention for allowing fathers of new babies time to stay home), but felt more flexibility is necessary regarding these policies. Managers expressed regret that they frequently lose good employees due to maternity leave:

*Many full-time employees don’t come back after maternity leave. They want to come back part-time to spend time with their new child, but still maintain their benefits. They should be allowed to come back part-time. (Focus Group Participant)*

In the Work and Family Survey sample, 19% of women State employee caregivers considered quitting in the last 3 months, while the comparable figure for men was 11% (Figure 5).

In addition to lifecycle variations in workforce participation, family responsibilities can interfere with an individual's ability to take advantage of career opportunities. Here the gender difference is not statistically significant, meaning that these days many men as well as women caregivers feel that they are unable to participate in activities that would enhance their career opportunities because of their family responsibility.

**Workplace/Management Culture.** In most cases, supervisors and managers have the same issues and concerns of the rank and file respondents and are supportive of scheduling flexibility and family friendly programs. A few supervisors think that the State is already providing enough time off to employees for family oriented issues.

*Where I used to work, for eight years, I had an employer who . . . had children but she evidently never had a child with a toothache, never had a child that stubbed their toe and had to be picked up from school, never had this, never had her husband fall at work and break his back. She was just one of those people that, "Look, I've never had a problem with this. Why should you?" That was difficult. (Focus Group Participant)*

Others point out that the challenges that working parents face today are far different than a generation ago and that managers need to work with their staff to balance an individual's work and family needs. Some managers suggest that the current workplace culture that discourages use of family-friendly programs and policies can be partially remedied by a change of tone and attitude among managers.

*I always tell my staff . . . "First, take care of yourself. Second, take care of your family. Then, take care of your job." (Focus Group Participant)*

Management responses also reflect their workplace responsibilities. Many managers state that much of their workday is already comprised of managing and coordinating schedules to ensure that an adequate staff level is maintained and work is completed when employees take time off.

*There is a struggle for managers to meet operational needs. People want Christmas week off, but they are not senior enough, they can't trade, they can't find anyone to cover. Some events come only once in life, it's inexcusable for people to miss these events due to operational need. (People are saying to their children:) 'I can't watch you graduate because I have a meal to serve.' It's wrenching. (Focus Group Participant)*

Staffing cutbacks in recent years have created a disincentive for managers to allow employees time off for family issues.

*Short staffing does not support family or individual needs for time off. (Focus Group Participant)*

Some supervisors fear that employees abuse leave programs, and say that it is not always so easy to determine a legitimate request for family oriented time-off from a fraudulent request. In such cases, some managers suggest that strong individualized communication can address the issues of taking time off for family matters.

*I went to her and said, “Let me support you” early in the week to get her to anticipate her schedule and her needs. It caused her to pay more attention to her work hours. (Focus Group Participant)*

Others complained that it is incumbent on managers and supervisors to treat all staff consistently with regard to employees’ time off and that problems can develop when employees sense that certain other employees are receiving preferential treatment. Some say that concern causes them to be rigid in allowing time off. In this case, opposite positions developed from the same desire to be fair to all employees, contributing to the lack of consistency in program application that Work and Family Survey respondents have identified as problematic.

Participants in the managers’ focus groups were also aware that their family-friendly leave policies resulted in higher workplace productivity.

*I have never yet denied anyone a request for time off. And my department has the lowest level of sick time. They are not calling in sick, because they receive time off when they need it...You need to be cognizant of staff’s needs to deal with kids. I get quick requests to leave work to see a child. I accommodate. A happy employee is a good employee. I encourage any swap that will allow the staff to do their job, and still be flexible so they can watch their kids play baseball and receive awards. (Focus Group Participant)*

As discussed earlier, Work and Family Survey results indicate varying degrees of supervisory support for caregiver employee utilization of currently existing programs. Managers are reported as frequently supportive of informal arrangements, but they may resist programs that add to their own workloads or to those of other overburdened employees. In focus groups, managers expressed concern about negative career effects when attendance records are used to consider candidates for promotion. They think that employees (including themselves) who takes time for family suffer with this form of evaluation. For managers, promotions are often dependent on the ability to relocate, and some complain that they have been forced to choose between a promotion and keeping their children in a comfortable school and social setting. This is an important point to remember if programs are targeted to attracting and retaining talented employees.



### ***Possible Policy Options***

In sum, there is widespread agreement among California State employees that family-friendly benefits and programs are important and necessary to cope with the strains of balancing work and family obligations. When asked to prioritize their preferences, the responses were as follows:

- |    |   |       |
|----|---|-------|
| 1. | Time off for family member illness                | (83%) |
| 2. | Flexibility in work hours                         | (70%) |
| 3. | Time off for routine medical appointments         | (61%) |
| 4. | Time off for children's school-related activities | (60%) |
| 5. | Holiday/summer vacation programs                  | (44%) |
| 6. | Assistance in locating and affording care         | (39%) |
| 7. | Assistance with expenses                          | (38%) |
| 8. | Programs for dependents with special needs        | (22%) |
| 9. | Child care program for mildly ill children        | (22%) |

Clearly, time off and flexibility in setting work hours are the issues of greatest concern, with assistance in finding and paying for programs appearing further down the list.

#### ***California State Employees: Suggestions from the Survey and Focus Groups.***

Many of the following suggestions were offered by participants in the 18 focus groups conducted throughout California during July and August 2000. More comments and ideas can be found in the focus group report, "Qualitative Research Regarding Work and Family: Focus Group Research with State Employees for the Work and Family Advisory Committee," by David Binder Research (Appendix C).

#### ***❖ Greater flexibility in scheduling***

- ❖ Flexibility in scheduling to take care of family needs, combined with management support for scheduling requests, was very important to both survey and focus group participants.

*I can take time off anytime I want. I mean all I have to do is just call my boss at home, on his pager, cell phone, or whatever, and just say I need time off. And he'll give it to me. He'll say you take care of what ever you need to take care of and when you get that handled then you come back. (Focus Group Participant).*

- ❖ Many focus group participants suggested they could be as or more effective working alternative job schedules (e.g. 4-40 or 9-80), which would allow them time to better care for family and focus on work without distraction.

- ❖ Stress and workload would decrease with an increase in staffing. In past years there were staff constrictions that led to excessive workload for some State employees. If the workload could be spread over more employees, employees feel this would enhance their ability to care for their families.
- ❖ Expanded job sharing and part-time options. Many State employees suggest that variable or part-time schedules would better allow them to care for their family members, as long as they maintain current benefit levels, but few are able to do so. There are some flexible scheduling programs already in place, but logistical problems and supervisor resistance limit their application.
- ❖ Flexibility in setting holiday and vacation leave. A few participants suggested making all holidays floating holidays and adjusting seniority rules on vacation scheduling.

❖ ***Administrative support, adequate personnel, and management training***

- ❖ State employees participating in the focus groups suggested that personnel who are promoted or hired as supervisors be chosen for strong management skills, and trained to have an understanding attitude toward employees' family needs. They also suggested that managers be rewarded and promoted on the basis of their support for family-friendly workplaces.

*I think it's critical to get supervisors that have people skills, not necessarily those that test the best and know the answers to all the questions, but focusing on getting management that have people skills who can deal with their staff. (Focus Group Participant)*

- ❖ Many participants thought there should be a change in the workplace culture toward a more open and accepting climate of utilizing existing family friendly programs and more acceptance of family needs. Many participants suggested that the current environment regarding work and family, which involves implicit pressure from management, discourages use of family-friendly programs.

*Remove the punitive effects, having to take advantage of your sick leave and these other things that you've worked to acquire. (Focus Group Participant)*

- ❖ Establish on-call substitute workforce for clerical and basic jobs that could spell regular employees when they needed time off for family affairs. The State could develop a list of available workers in the community who could do last-minute substitute work in a department in order to provide a permanent

employee the ability to deal with family emergencies without burdening the remaining staff.

*I'd like to see a large pool of employees that would come in and take over when we do have to take off because I think that would help gain more flexibility. I think a lot of it's because they don't have enough staff. If I'm not at work, there's no one to take my place. My work builds up. And it causes hard feelings with other co-workers and managers don't know what to do because they have no one to replace you. So my (wish) would be the State to just have almost an endless supply of people.(Focus Group Participant)*

#### ❖ **Education, Resource, and Referral Services**

*My mother-in-law had an aneurysm 24 years ago and she's been paralyzed for that 24 years. We had to finally put her into a nursing home a year and half ago. So we've been shifting responsibility for years. And we didn't know where to go... it was word of mouth. It was other people at work who had gotten in similar situations that helped us learn. We didn't have anyone we could turn to, to ask some of the questions... When we finally did take her to the hospital it had to be paramedics. Some kind of education about (choices) would be helpful. (Focus Group Participant)*

- ❖ Add information on family-friendly programs to the new State employee orientation process so that they can become aware of policies and programs that they can utilize regarding their families. For current employees, provide ongoing information about family-friendly programs and policies as they are introduced and/or modified.
- ❖ Create and distribute a clear, reader-friendly packet or guidebook that lists and explains family-oriented policies, rights and benefits that cover State employees.
- ❖ Develop and distribute resource guides providing safe, high-quality care options for dependent family members (both children and elderly). This idea was very popular in the focus groups.
- ❖ Employer-funded education and training programs for caregiver workers and care providers would help address quality concerns.

## ❖ ***Dependent Care Facilities and Subsidies***

- ❖ On-site or near site care. Many employees suggest that the ability to bring their children to daycare at or near the work site would greatly ease their daily schedule and also provide a place where their children would be accessible in an emergency. Many individuals like this option because they assume that a State-run facility would provide high quality and relatively affordable care.

*“...it doesn’t really affect me, but if I can think of anything that they (State workers) need, they need onsite daycare. Good, reasonable daycare...if it was onsite or at least at a site that was close enough to work that you could get to it if necessary, I think that would be real, real important. I think that’s one of the best things they could do for State employees. (Focus Group Participant)”*

- ❖ Subsidies for care. Many State employees indicate that it would be extremely helpful to provide a monetary subsidy to employees to help cover dependent care costs. Focus group participants suggested that the subsidy should be adjusted to an employee’s income so that lower paid employees are provided a higher subsidy for dependent care.
- ❖ Some State employees expressed interest in after school care programs, as well as summer and holiday care programs.

## ❖ ***Expanded Leave Programs, including FMLA***

*One thing that’s helped me, because my son is autistic, I was able to use family medical leave. I’m using it one day a week where I get to spend another day at home and helping my son, and that helped me. For the last 10 years since I started having children I’ve been asking to do a job share or comp time. I’ve been told, no, no, no, I can never do it and they won’t advertise any part-time positions. So, I was just really totally stuck working full-time until the family medical leave, I found out I could use that. (Focus Group Participant)”*

- ❖ Focus group participants repeatedly reported problems with trying to use leave for family appointments and important family events, and suggested establishing paid general family leave to cover these situations.

*I think... maybe the State should look at perhaps - you know how we have vacation time, sick time - proposing paid leave, family leave, as a benefit. In other words, it would be for example 20 hours a year paid. Go take care of whatever you need to take care of. Or 30, whatever it is, if you want to negotiate. But make it family leave paid, not family leave unpaid. (Focus Group Participant)”*

- ❖ Donated leave pools were popular among focus group participants. They suggested that the ability to donate leave time to a common pool should be expanded beyond catastrophic leave to allow some employees with non-catastrophic family obligations to take advantage of the generosity of their colleagues.
- ❖ Expanded bereavement leave. Focus groups participants indicated that the current allowance of three days is woefully inadequate and should be sizably increased. Many specifically noted that bereavement leave is insufficient when one has to travel lengthy distances for a funeral.
- ❖ Longer-term crisis leave. Many employees suggested introducing longer-term crisis leave to deal with catastrophic illness:

*Well, it would be nice to have some kind of a crisis leave because we have three days a year bereavement. You've got to wait for them to die. Excuse me! ... 10 years ago I had a best friend who was dying of cancer and I went in and told my boss I'm going to the hospital and I may be there a week and I may be there two months and you're going to see me when you see me. Well, I could have gotten in a lot of trouble if I had not had the boss I had. And as it ended up, it was my two weeks of vacation that year to be with my friend. She died. I think some sort of crisis thing would be really good because... when your entire life is work and family issues and you don't get a chance to get away from those issues, even with the three or four days break, it's going to affect you. (Focus Group Participant)*

### ***Additional Options from the Work and Family Survey and Related Research***

Many suggestions and options to help solve the problems of work and family issues are suggested in the detailed research memoranda located in Appendix B. Below is a summary of some of the recommendations from this research.

#### ***Flexibility in Hours***

- ❖ Options could be provided for voluntary reduction of hours (without loss of benefits)
- ❖ Programs such as flextime, compressed workweek and shift time could be piloted and implemented if successful

#### ***Administrative Support***

- ❖ Establish a permanent oversight committee with representatives from management and labor.
- ❖ Provide for a permanent committee staff.
- ❖ Develop a training program for managers that increases sensitivity to work and family problems.

***Resource and Referral/Education and Training.***

- ❖ Employee training and seminars would increase awareness and utilization of existing programs.
- ❖ Target information training around existing programs such as dependent care assistance (DCA) pre-tax accounts
- ❖ Training for child care providers

***Subsidies for Care***

- ❖ Employer contributions to DCA accounts
- ❖ Expansion of FMLA through the use of existing disability and unemployment compensation programs. Several studies show that respondents strongly favor the conversion of these programs for dependent care use, and the use of temporary disability or unemployment insurance funds is currently being studied in California and other States (see Appendix B).
- ❖ After-school care, school holiday care and sick childcare, which have proven beneficial in decreasing absenteeism and turnover.

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